

# 2

## Introduction to DCIPS

### Lesson Objectives

After completing this lesson, you will be able to:

- Describe the legislative history of DCIPS and its goals and objectives.
- Explain the purpose of Title 10 U.S.C. 1601 and note how it differs from Title 5.
- Describe the DCIPS values, principles, and performance culture.
- Identify the five key concepts under which DCIPS was designed.
- Describe DCIPS' three main goals in establishing its performance management process.
- Describe the individual responsibilities of HR practitioners, leaders, managers/supervisors, and employees within DCIPS.
- List the DCIPS unique policies under position alignment, compensation, performance management, and staffing.
- Identify elements that have not changed under DCIPS, including benefits, retirement, and bonuses.

### Topics

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## LESSON 2 INTRODUCTION

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This lesson lasts 60 minutes.

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# Lesson 2: Introduction to DCIPS

Duration: 60 minutes

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**Your Notes:**



## Lesson 2 Topics

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### Lesson 2 Topics

- Topic 1 - DCIPS Timeline
- Topic 2 - DCIPS Foundation: Values, Principles, Performance Culture, Goals, and Key Individual Responsibilities



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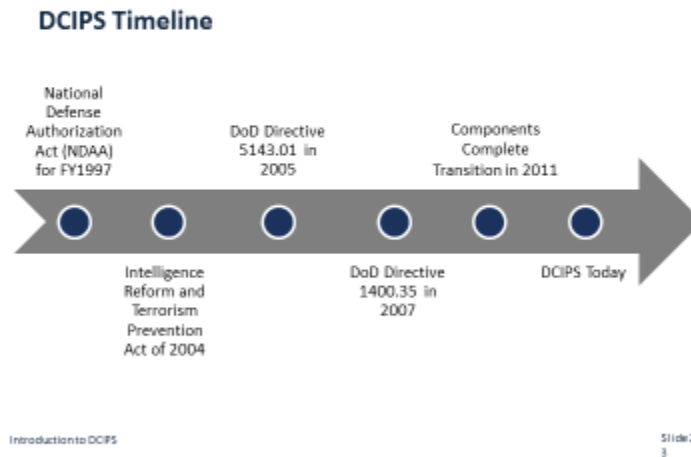
- This lesson outlines the legislative and regulatory history of DCIPS and its goals and objectives.

### Your Notes:

## TOPIC 1: DCIPS TIMELINE



### DCIPS Timeline



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### What You Should Know:

#### *DCIPS Timeline*

- Prior to 1996, there was no statutory authority that joined Department of Defense (DoD) Intelligence agencies and the Military Departments under a common personnel management system.
- The National Defense Authorization Act (NDAA) for FY1997 granted the Secretary of Defense (SecDef) the authority to establish a personnel system for Intelligence positions in the Department, replacing the existing Defense intelligence HR systems with a common civilian personnel system, the Defense Civilian Intelligence Personnel System (DCIPS).
- DCIPS was designed as a new mission-focused management system that would bring about essential changes, preserve the core and enduring values of the United States civil service, and support the Intelligence Community's (IC) critical national security mission.

- DCIPS derives its authority from Title 10 USC, Section 1601 and utilizes a common excepted service civilian personnel authority for its civilian intelligence positions within DoD. The majority of DoD, by contrast, uses Title 5 authority for the administration of its civilian positions. We'll talk more about the excepted and competitive service in Lesson 6.
  - Beginning soon after enactment, Defense Intelligence Components began working on the new DCIPS. While the new system was being developed, components continued to operate as they had been, but under the DCIPS title 10 authority.
  - In 2004 Congress passed the Intelligence Reform and Terrorism Prevention Act (IRTPA), creating the Office of the Director of National Intelligence (ODNI). The Director of National Intelligence (DNI) is responsible for the issuance of personnel regulations that support and reinforce the DNI mandate to unify the Intelligence Community.
  - In 2005, DoD Directive 5143.01 established the position of the Under Secretary of Defense for Intelligence (USD(I)) with oversight for all Intelligence positions within the Department and management responsibility for DCIPS.
  - In 2007, DoD Directive 1400.35 issued policy, responsibilities, and authorities for DCIPS, along with a collaborative plan for conversion to DCIPS Pay Bands.
  - Today all Defense Intelligence Components operate under the DCIPS system, in either the banded or graded structure. It is a flexible system that continues to evolve over time to meet the needs of the Components and respond to changes in direction from Congress, the Secretary, or emerging requirements.
    - All Defense Intelligence Components, with the exception of the National Geospatial-Intelligence Agency, operate under the DCIPS Graded structure.
    - As it has in the past, DCIPS continues to serve as the common Enterprise system that supports the mission by helping to attract, retain, and reward the workforce that is needed to successfully carry out critical national security missions.
    - DCIPS provides the Component's management with tools to achieve the Department's intelligence mission more efficiently and effectively and to create a consolidated and consistent set of policies across the Defense Intelligence Enterprise.
    - DCIPS allows for more efficiency and effectiveness in aligning employee efforts with organizational missions and goals.
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## Your Notes:

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### What You Should Know:

#### *Excerpts from President George W. Bush's speech accompanying the signing of IRTPA 2004 (17 December 2004)*

- “Under this new law, our vast intelligence enterprise will become more unified, coordinated, and effective. It will enable us to better do our duty, which is to protect the American people.”
- “Instead of massed armies, we face stateless networks; we face killers who hide in our own cities. We must confront deadly technologies... Our government is adapting to confront and defeat these threats.”
- “[This] bill... continues the essential reorganization of our government. Those charged with protecting America must have the best possible intelligence information, and that information must be closely integrated to form the clearest possible picture of the threats to our country.”
- “A key lesson of September the 11th, 2001, is that America’s intelligence agencies must work together as a single, unified enterprise.”
- “The DNI will have the authority to order the collection of new intelligence, to ensure the sharing of information among agencies and **to establish common standards for the Intelligence Community’s personnel.**”
- “The men and women of our intelligence community give America their very best every day, and in return we owe them our full support. As we continue to reform and strengthen the Intelligence Community, we will do all that is necessary to defend its people and the nation we serve.”



## DCIPS Design

### Key Design Concepts

- Enterprise Perspective
- Consistency Across the Enterprise
- Foundation of Performance
- Performance-Based Recognition
- Competitive Compensation



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### What You Should Know:

#### *DCIPS Design*

- The DCIPS design team included representatives from all of the Defense Intelligence Components and IC partners with the overarching goal of designing a personnel management system that provides leaders and managers with the tools they need to link individual performance expectations to mission objectives. It also set out to recognize contributions performed to achieve the mission. The DCIPS design includes five key concepts:
  - **Enterprise Perspective:** DCIPS reflects the principle that there is one Defense Intelligence Enterprise. All the individual Components must function as a part of the Enterprise.
  - **Consistency Across the Enterprise:** Consistency across the Enterprise allows for the most effective and efficient use of available resources, such as people and money, and it supports a consistent performance management perspective with the Intelligence Community.
  - **Foundation of Performance:** Individuals drive organizational performance and performance drives decisions about performance-based compensation for those organizations operating under DCIPS.

- **Performance-Based Recognition:** For those Components operating under the pay banded structure, contributions to the Component’s mission are recognized in accordance with the guidelines of the pay-for-performance process and further refined by an employee’s performance objectives. For those Components operating under the graded structure, contributions to mission are recognized through within grade increases and bonuses in accordance with the pay-for-performance process. Employees at all components can be recognized through the awards and recognition processes.
- **Competitive Compensation:** Market pay is the current salary range companies or organizations within a given market are willing to pay for a particular skill set and level of experience. To help Components compete with the market and attract and retain top talent, DCIPS provides a competitive compensation system.
- The Secretary of Defense made the decision to transition all Defense Intelligence Components, with the exception of the National Geospatial-Intelligence Agency, to DCIPS Grades. This decision, however, does not represent an abandonment of the fundamental tenets of unifying the Defense Intelligence Enterprise within a performance culture. DCIPS policy supports both the banded and graded structures, and one structure is not better than the other. They are simply different.

### Your Notes:





## DCIPS Volumes

### DCIPS Volumes



DCIPS Volumes can be found at [http://www.dtic.mil/whs/directives/corres/html/CPM\\_table2.html](http://www.dtic.mil/whs/directives/corres/html/CPM_table2.html)

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- The DCIPS Volumes provide policy common to all Defense Intelligence Components. Every HR Practitioner must know how to address client questions on a wide variety of topics. The Volumes are where you should turn for answers. Additionally, the Volumes are the basis for any local implementation guidance that Components develop.
- You can find a link to the Volumes on the DCIPS website (<http://dcips.dtic.mil/policies.html>). The link will take you to the DoD Issuances website ([http://www.dtic.mil/whs/directives/corres/html/CPM\\_table2.html](http://www.dtic.mil/whs/directives/corres/html/CPM_table2.html)).

### Your Notes:

## TOPIC 2: DCIPS FOUNDATION: VALUES, PRINCIPLES, PERFORMANCE CULTURE, GOALS, AND KEY INDIVIDUAL RESPONSIBILITIES



### DCIPS Performance Culture

#### DCIPS Performance Culture

- Embraces innovation, collaboration, and teamwork with the intention of producing remarkable results. This is displayed through:
  - Committed leadership
  - Engaged employees
- Everything and everyone in the organization is committed to supporting the mission, improving performance, and achieving results that provide a global intelligence advantage



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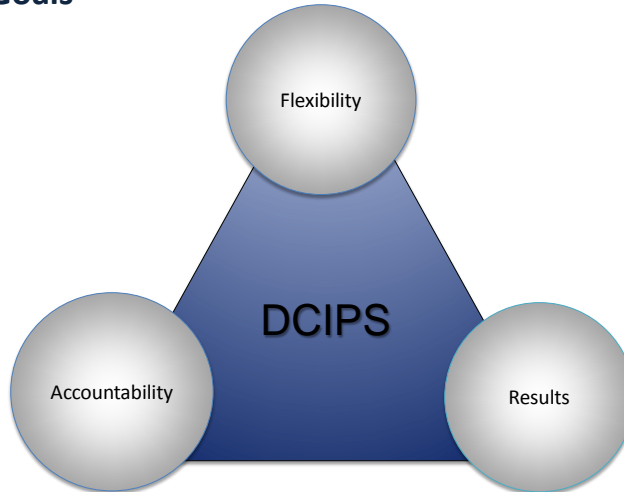
- The basic premises of DCIPS include enhanced engagement between employees and supervisors and flexibilities to support career development and progression.

#### Your Notes:



## DCIPS Goals

### DCIPS Goals



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- DCIPS is designed to support the Defense Intelligence Enterprise by providing tools that allow leaders to link individual performance expectations to mission objectives, and to differentially recognize those who make the greatest contributions to achieving the mission. The goals are as follows:
  - **Flexibility:** Sufficient to meet the needs of all the Defense Intelligence Components, respond to mission changes, support changes in the workforce, and allow for flexibilities in setting pay.
  - **Accountability:** Hold managers/supervisors accountable for properly managing their employees and hold employees accountable for achieving results.
  - **Results:** Drive individual and organizational performance toward mission accomplishment, attract and retain top talent, and promote high performance.

### Your Notes:



## Four Phases

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### Four Phases of Performance Management



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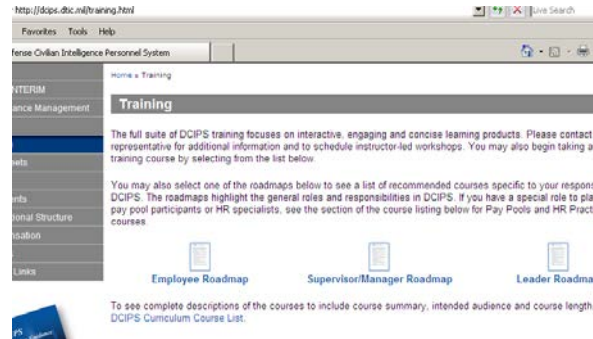
### Your Notes:



## Key Individual Responsibilities

### Key Individual Responsibilities

- HR Practitioners
- Leaders
- Managers/  
Supervisors
- Employees



For a more detailed look at the DCIPS individual responsibilities, download a DCIPS training and roles/responsibilities roadmap from the DCIPS training page: <http://dcips.dtic.mil/training.html>

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## What You Should Know:

### *DCIPS Key Individual Responsibilities*

Following is an overview of key responsibilities.

#### HR Practitioners

- Empower managers/supervisors with the information they need to be the primary drivers behind DCIPS.
- Ensure employees understand the performance management process and their role within DCIPS.
- Ensure leaders understand the flexibilities built into policy to help them best meet the needs of their workforce.
- Familiarize yourself with the training courses and materials available on the DCIPS training page (<http://dcips.dtic.mil/training.html>) and point individuals to these resources when they need additional information and/or training.
- Look for ongoing opportunities to communicate the benefits and capabilities of performance management to employees, managers/supervisors, and leaders.

- Leaders
  - Set the tone and high level expectations.
  - Help establish and communicate the strategic mission goals for your organization.
  - Hold managers/supervisors accountable for clearly articulating expectations to each employee at the beginning of the performance evaluation period and maintaining consistent dialogue throughout the year.
  - Model effective coaching and mentoring skills.
  - Hold managers/supervisors accountable for backing up their ratings with documented facts.
  - Identify the steps and/or actions managers/supervisors should follow when holding their performance conversations with employees and hold them accountable to these steps and/or actions.
- Managers/Supervisors
  - Be the primary driver behind DCIPS. DCIPS is a performance management system with HR support, not an HR system.
  - Help establish and communicate the strategic mission goals for the organization.
  - Collaborate with other managers/supervisors to ensure similar expectations are set for similar jobs.
  - Be familiar with the goals and priorities of your organization and ensure your employees' performance objectives align with them.
  - Meet with employees to set performance goals/objectives for the evaluation period; clearly articulate performance expectations to employees.
  - Provide both formal and informal feedback to employees throughout the performance evaluation period.
  - Provide ongoing positive and developmental coaching to employees.
- Employees
  - Be familiar with the goals and priorities of the organization and ensure performance objectives are aligned with them.
  - Be an active participant in setting your performance objectives.

- Strive to develop an effective working relationship with your manager/supervisor and team members.
- Ask for clarification when expectations are not clear.
- Seek developmental feedback.

**Your Notes:**

## LESSON 2 REVIEW

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### Lesson 2 Review

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#### Lesson 2 Review

- Topic 1 - DCIPS Timeline
- Topic 2 - DCIPS Foundation: Values, Principles, Performance Culture, Goals, and Key Individual Responsibilities



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### Your Notes:

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### Lesson Transition:

In the next lesson we discuss the DCIPS Occupational Structure.

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